Unit 3: Basic Features of ICS

Objectives

At the end of this unit, the participants should be able to describe the basic features of the Incident Command System (ICS).

Scope

- Unit Introduction
- Unit Objectives
- Common Terminology
  - Use of Plain English
- Modular Organization
- Management by Objectives
  - Management by Objectives: Steps
  - Overall Priorities
  - Activity: Objectives
- Incident Action Plan (IAP)
  - Reliance on IAP
  - Elements of an IAP
  - Activity: IAP
- Chain of Command
- Unity of Command
- Unified Command
- Knowledge Review
- Span of Control
  - Span of Control Considerations
  - ICS Management: Span of Control
  - Knowledge Review
- Predesignated Incident Facilities
- Resource Management
  - Resources: Tactical & Support
  - Tactical Resources Classifications
  - Knowledge Review
- Information & Intelligence Management
- Integrated Communications
  - Interoperability Saves Lives
  - Integrated Communications Elements
- Transfer of Command
  - Knowledge Review
- Accountability
- Mobilization
- Knowledge Review
- Summary

Methodology

The instructors will begin by explaining that this unit provides an overview of the basic features of the Incident Command System, or ICS. Instructors will display a visual that outlines the unit objectives.

Methodology (Continued)

After reviewing the unit objectives, the instructors will explain the importance of using plain English and clear text. They will ask the participants why, even though they may use radio codes on a daily basis, they should use plain English during an incident response. The instructors will then provide two examples of incident communication and ask the participants to identify the one that uses common terminology.

The instructors will then describe the modular organization of the Incident Command System, including the fact that only functions or positions that are necessary will be filled.

The instructors will explain that ICS is managed by objectives, and they will review the steps for establishing incident objectives. The participants will then complete an activity in which they identify management challenges for a scenario-based incident.

The next ICS feature covered is the reliance on an Incident Action Plan, or IAP. They will review the four elements that every IAP must have. The participants will then work in teams to identify four items to include in the IAP for a scenario-based incident.

Next, the instructors will explain the concepts of chain of command and unity of command, emphasizing that the participants should not confuse unity of command with unified command. In order to illustrate the concept of Unified Command, the instructors will present an example of an incident, and ask the group why they might use Unified Command to manage the incident. To check for comprehension, the instructors will ask the participants four questions about the ICS features that have just been covered.

After completing the Knowledge Reviews, the group will then learn about the importance of maintaining a manageable span of control: A supervisor optimally should not have more than 5 subordinates. The instructor will present a situation and ask the participants if the span of control is consistent with ICS guidelines. The instructors will emphasize that one key way of maintaining the optimal span of control is to use the ICS feature of modular organization. The instructors will then briefly review predesignated incident facilities. They will point out that these facilities will be covered in more depth in Unit 6.

The next ICS feature covered is resource management. Resources include personnel as well as equipment. The instructors will display a visual with three photos (a radio, an engineering specialist, and an ambulance), and ask the group what these photos have in common.

The instructors will then review the importance of information and intelligence management. They will ask the group for examples of information and intelligence that might be used to manage an incident. Then the instructors will explain the importance of developing an integrated voice and data communications system. They will describe the process for transferring command, or moving responsibility for incident command from one Incident Commander to another. The instructors will ask what must happen when a more qualified responder arrives at the scene.

Methodology (Continued)

The instructors will emphasize that effective accountability during incident operations is essential, and they will outline the principles of accountability. Finally, the instructors will highlight the importance of managing resources to adjust to the changing situation. The training emphasizes the importance of personnel and equipment responding only when requested or when dispatched by an appropriate authority.

In the final Knowledge Review, the participants will answers questions about the ICS features covered. The instructors will then summarize the key ICS features, and transition to Unit 4.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Objectives	5 minutes
Common Terminology	10 minutes
Modular Organization	5 minutes
Management by Objectives	15 minutes
Incident Action Plan (IAP)	10 minutes
Chain of Command and Unity of Command	5 minutes
Unified Command	5 minutes
Knowledge Review	5 minutes
Span of Control	10 minutes
Predesignated Incident Facilities	2 minutes
Resource Management	3 minutes
Information & Intelligence Management	5 minutes
Integrated Communications	10 minutes
Transfer of Command	5 minutes
Accountability and Mobilization	10 minutes
Knowledge Review	5 minutes
Summary	5 minutes
Total Time	**1 hour 55 minutes**

Topic   **Unit Introduction**

Visual 3.1

Unit 3:
Basic Features of ICS

Visual Description: Unit Introduction

Instructor Notes

Tell the participants that this unit will provide an overview of the basic features of the Incident Command System.

Topic   **Unit Objectives**

Visual 3.2

Unit Objectives (1 of 2)

Describe the basic features of the Incident Command System (ICS), including:

- **Common terminology.**
- **Modular organization.**
- **Management by objectives.**
- **Reliance on an Incident Action Plan (IAP).**
- **Chain of command and unity of command.**
- **Unified Command.**
- **Manageable span of control.**

Unit 3:
Basic Features of ICS

Visual 3.2

Visual Description: Unit Objectives (1 of 2)

Instructor Notes

Tell the group that by the end of this unit they should be able to describe the basic features of the Incident Command System (ICS), including:

- Common terminology.
- Modular organization.
- Management by objectives.
- Reliance on an Incident Action Plan (IAP).
- Chain of command and unity of command.
- Unified Command.
- Manageable span of control.

Explain that the objectives for this unit continue on the next visual.

| Topic | Unit Objectives |

Visual 3.3

Unit Objectives (2 of 2)

Describe the basic features of the Incident Command System (ICS), including:

- **Predesignated incident locations and facilities.**
- **Resource management.**
- **Information and intelligence management.**
- **Integrated communications.**
- **Transfer of command.**
- **Accountability.**
- **Mobilization.**

Unit 3:
Basic Features of ICS

Visual 3.3

Visual Description: Unit Objectives (2 of 2)

Instructor Notes

Continue with the objectives for this unit.

By the end of this unit, participants will be able to describe the basic features of the Incident Command System (ICS), including:

- Predesignated incident locations and facilities.
- Resource management.
- Information and intelligence management.
- Integrated communications.
- Transfer of command.
- Accountability.
- Mobilization.

Topic   **Common Terminology**

Visual 3.4

Common Terminology

Using common terminology helps to define:

- **Organizational functions.**
- **Incident facilities.**
- **Resource descriptions.**
- **Position titles.**

Unit 3:
Basic Features of ICS

Visual 3.4

Visual Description: Common Terminology

Instructor Notes

Tell the group that this unit will cover each of the basic features of ICS. Start by explaining the use of common terminology.

Explain that using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.

Topic   **Common Terminology**

Visual 3.5

Use of Plain English

- **Communications should be in plain English or clear text.**

- **Do not use radio codes, agency-specific codes, or jargon.**

Even if you use radio codes on a daily basis, why should you use plain English during an incident response?

Visual Description: Use of Plain English

Instructor Notes

Optional Activity: Prior to showing this visual, provide each team with a different message containing jargon or codes. Indicating an action they should take in the classroom (e.g., going to a certain corner of the report, count the number of PWDs (personal writing devices) at the table, giving the teams yellow rectangles and red circles and tell them to fold the ROs (rectangular objects), etc.). Ask the teams to read the codes and then implement the required action. Next, ask the teams if decoding the messages delayed their ability to respond.

Next, explain that using common terminology means that communications should be in plain English or clear text. It also means that you should not use radio codes, agency-specific codes, or jargon.

Ask the participants the following question:

Even if you use radio codes on a daily basis, why should you use plain English during an incident response?

Allow the participants time to respond.

If not mentioned by the group, tell the participants that it is important to use plain English during an incident response because often there is more than one agency involved in an incident. Ambiguous codes and acronyms have proven to be major obstacles in communications. Often agencies have a variety of codes and acronyms that they use routinely during normal operations. Not every ten code is the same nor does every acronym have the same meaning. When these codes and acronyms are used on an incident, confusion is often the result. The National Incident Management Systems (NIMS) requires that all responders use "plain English," referred to as "clear text," and within the United States, English is the standard language.

*Topic   **Common Terminology**

Visual 3.6

Why Plain English?

EMT = Emergency Medical Treatment

EMT = Emergency Medical Technician

EMT = Emergency Management Team

EMT = Eastern Mediterranean Time (GMT+0200)

EMT = Effective Methods Team

EMT = Effects Management Tool

EMT = El Monte, CA (airport code)

EMT = Electron Microscope Tomography

EMT = Email Money Transfer

Unit 3:
Basic Features of ICS   Visual 3.6

Visual Description: Why Plain English?

Instructor Notes

Refer the participants to the following examples of different meanings of a common acronym.

EMT = Emergency Medical Treatment
EMT = Emergency Medical Technician
EMT = Emergency Management Team
EMT = Eastern Mediterranean Time (GMT+0200)
EMT = Effective Methods Team
EMT = Effects Management Tool
EMT = El Monte, CA (airport code)
EMT = Electron Microscope Tomography
EMT = Email Money Transfer

Ask the participants for examples of other codes or jargon that could be misunderstood by responders from different agencies.

Topic   **Common Terminology**

Visual 3.7

Visual Description: Which is the example of common terminology? (A) This is Unit 1, we have a 10-37, Code 2. OR (B) Unit 1, the flood waters are rising and we need additional resources for sandbagging.

Instructor Notes

Ask the participants the following question:

Which is the example of common terminology?

A. This is Unit 1, we have a 10-37, Code 2.
B. Unit 1, the flood waters are rising and we need additional resources for sandbagging.

Allow the group time to respond.

If not mentioned by the group, explain that B (Unit 1, the flood waters are rising and we need additional resources for sandbagging) is the correct choice. Point out that this is an example of common terminology.

| Topic | Modular Organization |

Visual 3.8

Modular Organization (1 of 2)

- **Develops in a top-down, modular fashion.**
- **Is based on the size and complexity of the incident.**
- **Is based on the hazard environment created by the incident.**
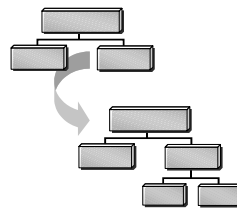
Unit 3:
Basic Features of ICS

Visual 3.8

Visual Description: Modular Organization (1 of 2)

Instructor Notes

Tell participants that another important ICS feature is modular organization, which means that the Incident Command System:

- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident
- Is based on the hazard environment created by the incident.

When needed, separate functional elements can be established, each of which may be further subdivided to enhance internal organizational management and external coordination.

| Topic | Modular Organization |

Visual 3.9

Modular Organization (2 of 2)

- **Incident objectives determine the organizational size.**
- **Only functions/positions that are necessary will be filled.**
- **Each element must have a person in charge.**
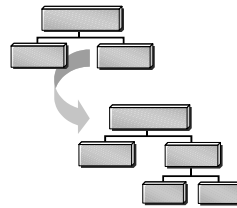
Unit 3:
Basic Features of ICS

Visual 3.9

Visual Description: Modular Organization (2 of 2)

Instructor Notes

Explain that employing a modular organization means that:

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.

Optional: Distribute examples of organizational charts from recent incidents that demonstrate how the ICS organization adjusts to fit the requirements of the incident.

| Topic | Management by Objectives |

Visual 3.10

Management by Objectives

- **ICS is managed by objectives.**
- **Objectives are communicated throughout the entire ICS organization through the incident planning process.**

Unit 3:
Basic Features of ICS

Visual 3.10

Visual Description: Management by Objectives

Instructor Notes

Tell the group that management by objectives is another key ICS feature. Emphasize these key points:

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization through the incident planning process.

Tell the group that the next visual will outline the steps for establishing incident objectives.

| Topic | Management by Objectives |

Visual 3.11

Management by Objectives: Steps

The steps for establishing incident objectives include:

- **Step 1: Understand agency policy and direction.**
- **Step 2: Assess incident situation.**
- **Step 3: Establish incident objectives.**
- **Step 4: Select appropriate strategy or strategies to achieve objectives.**
- **Step 5: Perform tactical direction.**
- **Step 6: Provide necessary followup.**

Unit 3:
Basic Features of ICS   Visual 3.11

Visual Description: Management by Objectives: Steps

Instructor Notes

Tell participants that the steps for establishing incident objectives include:

- Step 1: Understand agency policy and direction.
- Step 2: Assess incident situation.
- Step 3: Establish incident objectives.
- Step 4: Select appropriate strategy or strategies to achieve objectives.
- Step 5: Perform tactical direction.
- Step 6: Provide necessary followup.

Topic   **Management by Objectives**

Visual 3.12

Overall Priorities

Incident objectives are established based on the following priorities:

#1: Life Saving

#2: Incident Stabilization

#3: Property Preservation

Unit 3:
Basic Features of ICS   Visual 3.12

Visual Description: Overall Priorities

Instructor Notes

Explain that incident objectives are established based on the following priorities:

First Priority: Life Saving
Second Priority: Incident Stabilization
Third Priority: Property Preservation

Ask the participants for examples of each type of priority. Present examples based on your experience.

Topic   **Management by Objectives**

Visual 3.13

Activity: Objectives (1 of 2)

Instructions:

- **Working as a team, review the scenario presented on the next visual.**

- **Based on the information provided, identify the top three incident management objectives. Write these objectives on chart paper.**

- **Select a spokesperson. Be prepared to present in 5 minutes.**

Unit 3:   Visual 3.13
Basic Features of ICS

Visual Description: Activity: Objectives (1 of 2)

Instructor Notes

Purpose: The purpose of this activity is to illustrate how to develop incident management objectives.

Instructions: Follow the steps below to conduct this activity:

1. Assign the participants to groups of five or six.
2. Explain that the scenario describes an unexpected flash flood.
3. Tell the participants to review the scenario, and then discuss it in their groups. Point out that they will be asked to identify the top three incident management objectives.
4. Tell the groups that they should record these objectives on chart paper and they should select a spokesperson to report back to the group.
5. Inform the group that they will have 5 minutes to complete this activity.

Topic   **Management by Objectives**

Visual 3.14

Activity: Objectives (2 of 2)

Scenario: An unexpected flash flood has struck a small community. As a result:

- **Homes, schools, and the business district have been evacuated.**
- **Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.**
- **Perimeter control and security in the business district are needed.**
- **Mutual aid is arriving from several surrounding communities.**

Unit 3:
Basic Features of ICS   Visual 3.14

Visual Description: Activity: Objectives (2 of 2)

Instructor Notes

Review the following scenario:

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.

Debrief:

Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to present their top three incident management objectives. If not mentioned, add that the objectives should include:

- Securing food and drinking water for the residents.
- Finding temporary shelter for the residents.
- Ensuring that the aid that is arriving from the surrounding communities makes it to the places where it is most needed.
- Getting power back online and fixing the damaged roads.

Topic   **Incident Action Plan**

Visual 3.15

Reliance on an Incident Action Plan

Every incident must have an Incident Action Plan (IAP) that:

- **Specifies the incident objectives.**
- **States the activities to be completed.**
- **Covers a specified timeframe, called an operational period.**
- **May be oral or written—except for hazardous materials incidents, which require a written IAP.**

Incident
Action Plan
Operational
Period

Unit 3:
Basic Features of ICS   Visual 3.15

Visual Description: Reliance on an Incident Action Plan

Instructor Notes

Tell the participants that the next ICS feature that this unit covers is the reliance on an Incident Action Plan. Explain that every incident must have an IAP that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.

Tell the participants that the next visual outlines the elements included in an IAP.

Topic   **Incident Action Plan**

Visual 3.16

Elements of an Incident Action Plan

Every IAP must have four elements:

- **What do we want to do?**
- **Who is responsible for doing it?**
- **How do we communicate with each other?**
- **What is the procedure if someone is injured?**

Unit 3:
Basic Features of ICS

Visual 3.16

Visual Description: Elements of an Incident Action Plan

Instructor Notes

Explain that every IAP must answer the following four questions:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?

Topic   **Incident Action Plan**

Visual 3.17

Activity: Incident Action Plan

Instructions:

- **Working as a team, identify four items you would include in the IAP, based on the incident objectives identified earlier.**
- **Write these items on chart paper.**
- **Select a spokesperson. Be prepared to present in 5 minutes.**

Unit 3:
Basic Features of ICS   Visual 3.17

Visual Description: Activity: Incident Action Plan

Instructor Notes

Purpose: The purpose of this activity is to illustrate how to develop an IAP.

Instructions: Follow the steps below to conduct this activity:

1. Assign the participants to groups of five or six.
2. Explain that the participants should, based on the incident objectives identified earlier, identify four items they would include in the Incident Action Plan.
3. Tell the groups that they should record the IAP elements on chart paper and they should select a spokesperson to report back to the group.
4. Inform the group that they will have 5 minutes to complete this activity.

Debrief: Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to present the elements of their IAP. Their answers will depend on the incident objectives that were developed in the previous activity, but, at a minimum, should include:

- What they want to do.
- Who is responsible for doing it.
- How they will communicate with one another.
- The procedures if someone is injured.

| Topic | Modular Organization |

Visual 3.18

ICS Organization

In the ICS organization:

- **There is <u>no</u> correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.**

- **Someone who serves as a chief every day may not hold that title when deployed under an ICS structure.**

Unit 3:
Basic Features of ICS

Visual 3.18

Visual Description: ICS Organization

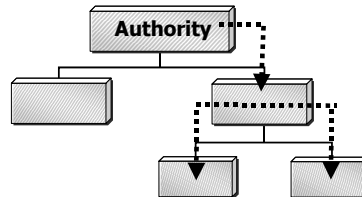## Instructor Notes

Explain that in the ICS organization:

- There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.

- Someone who serves as a chief every day may not hold that title when deployed under an ICS structure.

| Topic | Chain of Command |

Visual 3.19

Chain of Command

Chain of command is an orderly line of authority within the ranks of the incident management organization.

Authority

Visual Description: Chain of Command with a visual that illustrates the orderly line of authority within the incident management organization.

Instructor Notes

Tell the participants that the next ICS feature is chain of command.

Explain that chain of command is an orderly line of authority within the ranks of the incident management organization.

| Topic | Unity of Command |

Visual 3.20

Unity of Command

Under unity of command, personnel:

- **Report to only <u>one</u> supervisor.**
- **Receive work assignments only from their supervisors.**

Don't confuse <u>unity</u> of command with <u>Unified</u> Command!

Unit 3:
Basic Features of ICS

Visual 3.20

Visual Description: Unity of Command

Instructor Notes

Tell the group that under unity of command, another key ICS feature, personnel:

- Report to only one supervisor.
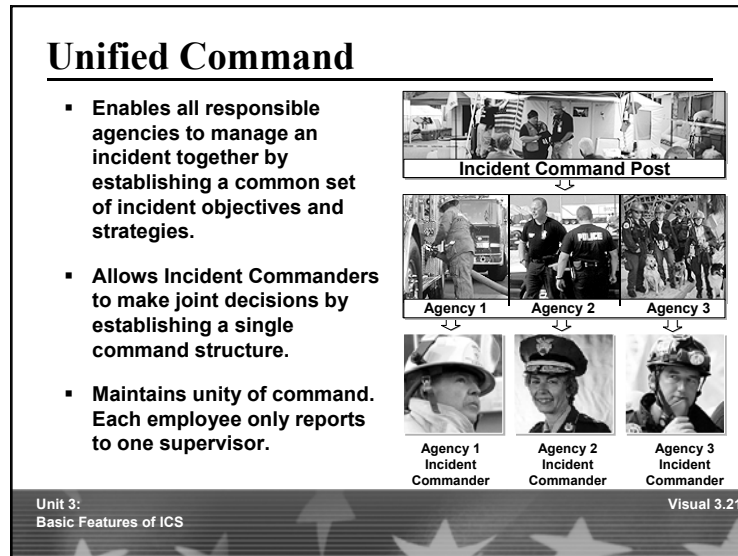- Maintain formal communication relationships only with that supervisor.

Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident.

Emphasize that together the principles of chain of command and unity of command help to clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Emphasize that the participants should not confuse unity of command with Unified Command. The next visual will explain the concept of Unified Command and clarify the differences between unity of command and Unified Command.

Topic	Unified Command

Visual 3.21

Unified Command

- **Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.**

- **Allows Incident Commanders to make joint decisions by establishing a single command structure.**

- **Maintains unity of command. Each employee only reports to one supervisor.**

Incident Command Post

Agency 1   Agency 2   Agency 3

Agency 1 Incident Commander   Agency 2 Incident Commander   Agency 3 Incident Commander

Unit 3:
Basic Features of ICS   Visual 3.21

Visual Description: Unified Command with a graphic that shows that all three agencies and their respective Incident Commanders operate from the same Incident Command Post.

Instructor Notes

Explain that Unified Command:

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.

Summarize the following key points about Unified Command:

- Unified Command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.
- As a team effort, the Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.
- All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; and ensuring that joint tactical planning occurs.
- No agency's legal authorities will be compromised or neglected.

| Topic | Unified Command |

Visual 3.22

Example: Unified Command

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- **Most of the bus is in Franklin County.**
- **A small part of the bus is in Revere County (their home county).**

Why might a Unified Command be used to manage this incident?

Unit 3:
Basic Features of ICS   Visual 3.22

Visual Description: Example: Unified Command – Why might a Unified Command be used to manage this incident?

Instructor Notes

Review the following example with the group:

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- Most of the bus is in Franklin County.
- A small part of the bus is in Revere County (their home county).

Ask the group the following question:

Why might a Unified Command be used to manage this incident?

Allow the participants time to respond.

Facilitate a discussion with the group about why Unified Command might be used to manage this type of incident. If not mentioned by the participants, stress these key points:

- Because this accident covers two counties, there will be at least two responsible agencies involved in responding to this incident.

- Using Unified Command allows all responsible agencies to manage the incident together by establishing a common set of incident objectives and strategies.

| Topic | Knowledge Review |

Knowledge Review (1 of 4)

Visual 3.23

Instructions: Decide whether the following statement is True or False.

Under ICS, accountability is maintained as long as an employee reports his/her actions to a supervisor.

Unit 3:
Basic Features of ICS

Visual 3.23

Visual Description: Decide whether the following statement is True or False. Under ICS, accountability is maintained as long as an employee reports his/her actions to a supervisor.

Instructor Notes

Ask the participants to decide whether the following statement is True or False.

Under ICS, accountability is maintained as long as an employee reports his/her actions to a supervisor.

Allow the participants time to respond.

If not mentioned, review the correct answer:

The statement is False. Every individual is accountable to <u>one</u> designated supervisor, to whom he/she reports at the scene of an incident.

| Topic | Knowledge Review |

Visual 3.24

Knowledge Review (2 of 4)

Instructions: Fill in the blank.

_____ allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.

Unit 3:
Basic Features of ICS

Visual 3.24

Visual Description: Fill in the blank. "[Blank] allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies."

Instructor Notes

Ask the participants to fill in the blank in the following sentence.

_____ allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.

Allow the participants time to respond.

If not mentioned, explain that the ICS feature being described is Unified Command.

| Topic | Knowledge Review |

Visual 3.25

Knowledge Review (3 of 4)

Instructions: Answer the question below.

> Who has complete responsibility for incident management?

Visual Description: Answer the question below. "Who has complete responsibility for incident management?"

Instructor Notes

Ask the group the following question:

Who has complete responsibility for incident management?

Allow the participants time to respond.

If not mentioned, point out that the correct answer is the Incident Commander has complete responsibility for incident management.

Topic   **Knowledge Review**

Visual 3.26

Knowledge Review (4 of 4)

Instructions: Fill in the blank.

_____ is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

Unit 3:
Basic Features of ICS

Visual 3.26

Visual Description: Fill in the blank. "[Blank] is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels."

Instructor Notes

Ask the participants to fill in the blank in the following sentence.

_____ is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

Allow the participants time to respond.

If not mentioned, explain that the ICS principle being described is <u>chain of command</u>.
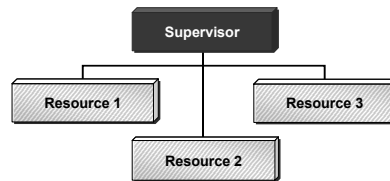
Topic	Span of Control

Visual 3.27

Manageable Span of Control

Span of control:

- **Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.**
- **Is key to effective and efficient incident management.**

```
                              Supervisor
              ┌──────────────────┼──────────────────┐
          Resource 1                              Resource 3
                               Resource 2
```

Unit 3:
Basic Features of ICS   Visual 3.27

Visual Description: Manageable Span of Control

Instructor Notes

Explain that the next ICS feature that this unit covers is manageable span of control. Point out that span of control:

- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.

Emphasize that supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

| Topic | Span of Control |

Visual 3.28

Span of Control Considerations

Span of control considerations are influenced by the:

- **Type of incident.**
- **Nature of the task.**
- **Hazards and safety factors.**
- **Distances between personnel and resources.**

Visual Description: Span of Control Considerations

Instructor Notes

Explain that span of control considerations are influenced by the:

- Type of incident.
- Nature of the task.
- Hazards and safety factors.
- Distances between personnel and resources.

Ask the participants if there are other factors that could influence the span of control.
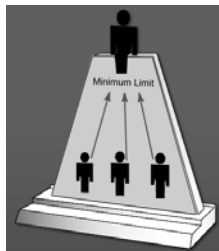
| Topic | Span of Control |

ICS Management: Span of Control

ICS span of control for any supervisor:
- **Is between 3 and 7 subordinates.**
- **Optimally does not exceed 5 subordinates.**

Unit 3:
Basic Features of ICS

Visual 3.29

Visual Description: ICS Management: Span of Control

Instructor Notes

Emphasize that ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.

Note that the ICS modular organization can be expanded or contracted to maintain an optimal span of control.

Topic   **Span of Control**

Visual 3.30

Discussion Question

What types of situations
or factors would warrant
a span of control of
1:3 or 1:4?

Unit 3:
Basic Features of ICS   Visual 3.30

Visual Description: What types of situations or factors would warrant a span of control of 1:3 or 1:4?

Instructor Notes

Ask the participants the following discussion question:

What types of situations or factors would warrant a span of control of 1:3 or 1:4?

Facilitate a discussion. There are no right or wrong answers. If not mentioned by the participants, add that incidents that pose a great threat to the safety of responders or victims may require a lower ratio of supervisors to responders.

Topic **Knowledge Review**

Visual 3.31

Knowledge Review

Instructions: Determine if the span of control is consistent with ICS guidelines.

Situation: Flash flooding has occurred throughout the municipality. Response actions have begun, with 8 resources reporting to the Operations Section Chief.

Ops Section Chief

Resource | Resource | Resource | Resource

Resource | Resource | Resource | Resource

Unit 3:
Basic Features of ICS

Visual 3.31

Visual Description: Determine if the span of control is consistent with ICS guidelines. Situation: Flash flooding has occurred throughout the municipality. Response actions have begun, with eight resources reporting to the Operations Section Chief.

Instructor Notes

Tell the participants to review the situation on the visual.

Situation: Flash flooding has occurred throughout the municipality. Response actions have begun, with eight resources reporting to the Operations Section Chief.
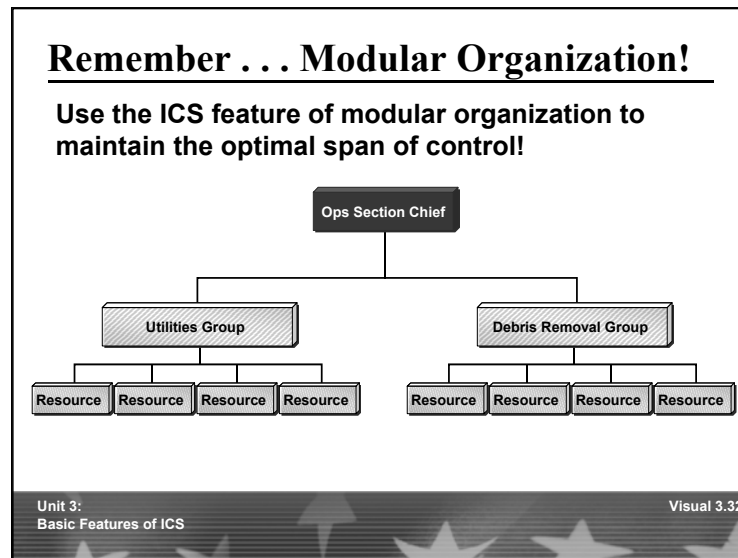
Ask the participants to determine if the span of control is consistent with ICS guidelines.

Allow the participants time to respond.

If not mentioned, point out that the span of control is NOT consistent with ICS guidelines. Remind them that ICS span of control for any supervisor is between 3 and 7 subordinates and optimally does not exceed 5 subordinates.

Topic   **Span of Control**

Visual 3.32

Remember . . . Modular Organization!

Use the ICS feature of modular organization to maintain the optimal span of control!

Ops Section Chief

Utilities Group — Debris Removal Group

Resource | Resource | Resource | Resource — Resource | Resource | Resource | Resource

Unit 3:
Basic Features of ICS   Visual 3.32

Visual Description: Use the ICS feature of modular organization to maintain the optimal span of control.

Instructor Notes

Emphasize that the participants should use the ICS feature of modular organization to maintain the optimal span of control.

Point out that in the chart on the visual, the Operations Section Chief has two groups reporting to him or her, and each group has only four resources under it.
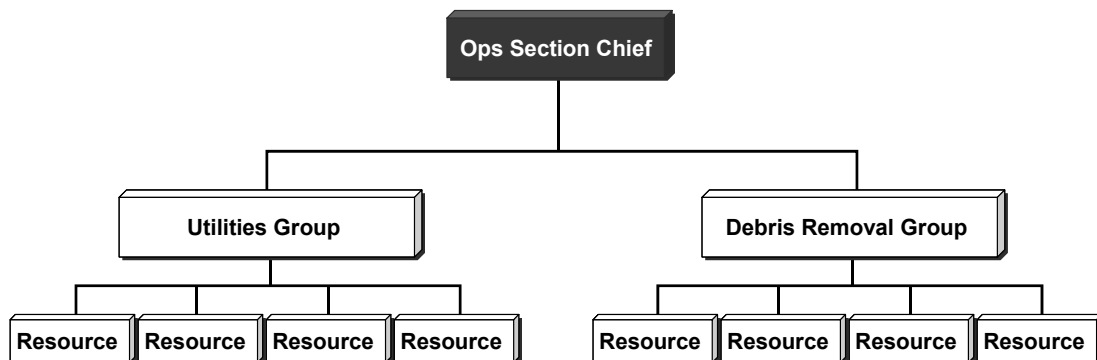
Because the ICS organization develops in a top-down modular fashion, you can add positions as the needs of the incident grow and still maintain an optimal span of control.
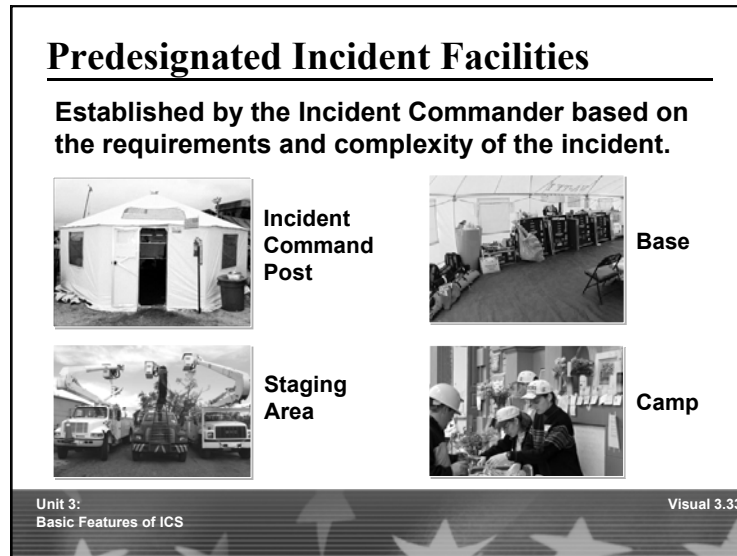
Note that the participants will learn more about the standard ICS organizational structures in the next units.

| Topic | Predesignated Incident Facilities |

Visual 3.33

Predesignated Incident Facilities

Established by the Incident Commander based on the requirements and complexity of the incident.

Incident Command Post

Base

Staging Area

Camp

Unit 3:
Basic Features of ICS

Visual 3.33

Visual Description: Predesignated Incident Facilities

Instructor Notes

Explain that various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, donated goods processing, mass care, and evacuation. Note that ICS uses predesignated incident facilities. The Incident Commander establishes these facilities based on the requirements and complexity of the incident. Facilities may include:

▪ **Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

▪ **Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

▪ **Staging Area:** Location established where resources can be placed while awaiting a tactical assignment.

▪ **Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Ask the participants why they think it is important that predesignated incident facilities be established.

Explain that Unit 6: ICS Facilities will cover these facilities in more detail.

| Topic | Resource Management |

Visual 3.34

Resource Management

Resource management includes processes for:

- **Categorizing resources.**
- **Ordering resources.**
- **Dispatching resources.**
- **Tracking resources.**
- **Recovering resources.**

It also includes processes for reimbursement for resources, as appropriate.

Unit 3:
Basic Features of ICS

Visual 3.34

Visual Description: Resource Management

Instructor Notes

Note that as mentioned in the previous unit, resources at an incident must be managed effectively. Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

Explain that in ICS, resources are defined as **personnel, teams, equipment, supplies, and facilities**.

Point out that resource management also includes processes for reimbursement for resources, as appropriate.

Topic   **Resource Management**

Visual 3.35

Resources: Tactical & Support

ICS resources include:

- **Tactical Resources: Personnel and major items of equipment used in the operation**

- **Support Resources: All other resources required to support the incident (e.g., food, communications equipment, or supplies)**

Operations Section Chief

Unit 3:
Basic Features of ICS   Visual 3.35

Visual Description: Resources: Tactical & Support

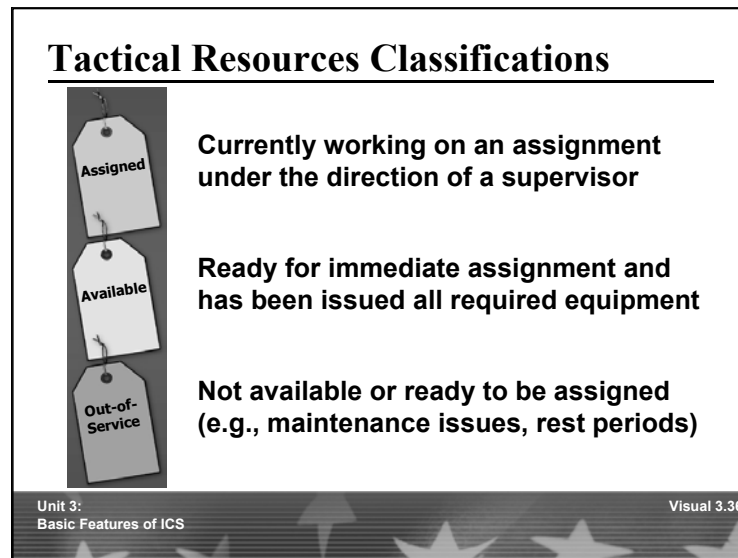
Instructor Notes

Explain that ICS identifies resources as tactical or support resources. Provide the following definitions:

- **Tactical Resources:** Personnel and major items of equipment used in the operation.

- **Support Resources:** All other resources required to support the incident (e.g., food, communications equipment, or supplies).

Topic   **Resource Management**

Visual 3.36

Tactical Resources Classifications

Assigned — Currently working on an assignment under the direction of a supervisor

Available — Ready for immediate assignment and has been issued all required equipment

Out-of-Service — Not available or ready to be assigned (e.g., maintenance issues, rest periods)

Unit 3:
Basic Features of ICS

Visual 3.36

Visual Description: Tactical Resources Classifications

Instructor Notes

Explain that ICS classifies tactical resources into one of three categories. These categories include:

- **Assigned -** Currently working on an assignment under the direction of a supervisor

- **Available -** Ready for immediate assignment and has been issued all required equipment

- **Out-of-Service -** Not available or ready to be assigned (e.g., maintenance issues, rest periods)

| Topic | Knowledge Review |

Visual 3.37

Knowledge Review

Instructions: Review the photos below. What do they have in common?

Engineering Specialist

Visual Description: Review the photos of radios, an engineering specialist, and an ambulance. What do they have in common?

Instructor Notes

Tell the participants to review the photos on the visual.
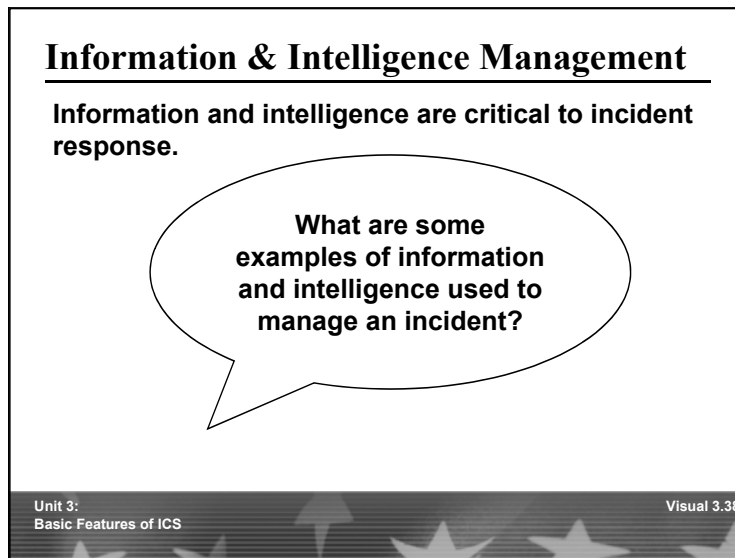
Ask the following question:

What do they have in common?

Allow the participants time to respond.

If not mentioned, explain that these photos are all ICS resources.

| Topic | Information & Intelligence Management |

Visual 3.38

Information & Intelligence Management

Information and intelligence are critical to incident response.

What are some examples of information and intelligence used to manage an incident?

Unit 3:
Basic Features of ICS

Visual 3.38

Visual Description: Information and Intelligence Management – What are some examples of information and intelligence used to manage an incident?

Instructor Notes

Tell the participants that another important ICS feature is the management of information and intelligence. It is important that the incident management organization establishes a process for gathering, sharing, and managing incident-related information and intelligence.

Ask the participants the following question:

What are some examples of information and intelligence used to manage an incident?

If not mentioned by the group, provide the following examples of information and intelligence used to manage an incident:

- Risk assessments
- Medical intelligence (i.e., surveillance)
- Weather information
- Geospatial data
- Structural designs
- Toxic contaminant levels
- Utilities and public works data

Topic	Integrated Communications

Visual 3.39

Integrated Communications

Incident communications are facilitated through:

- **The development and use of a common communications plan.**
- **The interoperability of communication equipment, procedures, and systems.**

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).

Unit 3:
Basic Features of ICS

Visual 3.39

Visual Description: Integrated Communications

Instructor Notes

Explain to the group that another important feature of ICS is the use of integrated communications. Incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

Emphasize the importance of developing an integrated voice and data communications system (equipment, systems, and protocols) before an incident.

The next visual will explain the three elements of effective ICS communications.

Topic   **Integrated Communications**

Visual 3.40

Interoperability Saves Lives

Jan. 13, 1982: Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire, and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.

Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

Interoperability makes sense. It's a cost-saver, a resource saver, and a lifesaver.

Unit 3:   Visual 3.40
Basic Features of ICS

Visual Description: Interoperability Saves Lives

Instructor Notes

Review the following incidents in order to point out the importance of interoperability:

- Jan. 13, 1982: Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.

- Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy. Washington-area agencies had instituted a formal Incident Command System for large emergencies before the attack, so the chain of command was clear.

The Public Safety Wireless Network Program, a joint effort sponsored by the U.S. Departments of Justice and the Treasury, issued a report titled, "Answering the Call: Communications Lessons Learned from the Pentagon Attack." The report noted that:

"During the initial response, the majority of local public safety responders experienced no difficulty in establishing interoperable communications on the scene. This was because of the high level of regional coordination and agreements previously established. However, as the number of state and federal agencies (secondary responders) increased at the site, interoperability presented new challenges. No means of direct interoperability was immediately available to these secondary response agencies."

Topic   **Integrated Communications**

Visual 3.41

> # Integrated Communications Elements
>
> - **Modes: The "hardware" systems that transfer information.**
> - **Planning: Planning for the use of all available communications resources.**
> - **Networks: The procedures and processes for transferring information internally and externally.**
>
> Unit 3:
> Basic Features of ICS   Visual 3.41

Visual Description: Integrated Communications Elements

Instructor Notes

Point out that effective ICS communications include the following three elements:

- **Modes:** The "hardware" systems that transfer information.

- **Planning:** Planning for the use of all available communications resources.

- **Networks:** The procedures and processes for transferring information internally and externally.

Ask the participants to list the types of communications resources that are available to them during an incident. If not mentioned by the participants, add the following key points:

- **Radio Systems and Frequencies,** which include stationary and mobile radios, dispatch consoles, handheld radios, pagers, repeater systems, satellites, dishes, infrared systems, low and high band frequencies, and all the supporting equipment needed to maintain a system.

  Disadvantages: Even the most technologically advanced radio system is likely to suffer from poor coverage areas, loss of signal strength in certain kinds of building construction, and overloading. Information transmitted via radio is not secure: many media outlets and private citizens monitor police and fire frequencies.

(Continued)

- **Telephone Systems**, which include digital and analog hardwired systems, wireless cellular and satellite systems, and telephone line-dependent adjuncts such as computers and fax machines.

  Disadvantages: Telephone systems do have their limitations as well. Emergency response organizations must create and maintain accurate phone lists. In a recent national exercise, incident communications were delayed by out-of-date emergency telephone directories. Landline availability is often limited and only a few emergency lines may be available at any one time. Phone systems can often be overloaded during an emergency as public use is increased and systems may have to shut down. Cellular phones continue to increase in use, though towers and bandwidth lag behind. Call volume alone can cause a cellular system to crash. Finally, while some providers allow cellular systems to block all but emergency traffic, many, if not most, cannot provide such prioritization.

- **Computers** have great value in ensuring a common operating picture is created, as well as the secure transfer of complex information, pictures, and data. Mass amounts of data can be stored and transferred. Reports, documents, spreadsheets, and forms can be quickly assembled and shared. Messaging can be done quickly and can be shared with other computers, cell phones, and other personal handheld devices. Video and online meetings are also possible. Resource tracking, ordering, and dispatching have been greatly improved through the use of computers. Geospatial analysis and site maps make intelligence gathering, planning, and creating a common operating picture much easier.

  Disadvantages: Limitations include incompatible systems and software, dependence on power and phone lines, security and access issues, and lack of familiarity on the part of human operators.

- **Message Runners, Coding, and Signaling.** While often forgotten forms of communications, these remain viable options for communications when other systems fail.

  Disadvantages: The amount of information that can be transmitted is very limited, and transmission using these methods is not as fast as when using other systems. Coding and signaling require trained personnel, and there are few people who have the necessary training.

Visual 3.42

Transfer of Command (1 of 2)

- **Moves the responsibility for incident command from one Incident Commander to another.**
- **Must include a transfer of command briefing (which may be oral, written, or both).**

Unit 3:
Basic Features of ICS

Visual 3.42

Visual Description: Transfer of Command (1 of 2)

Instructor Notes

Point out that the process of moving responsibility for incident command from one Incident Commander to another is called transfer of command.

Explain that transfer of command must include a transfer of command briefing – which may be oral, written, or a combination of both.

| Topic | Transfer of Command |

Visual 3.43

Transfer of Command (2 of 2)

Transfer of command occurs when:

- **A more qualified person assumes command.**

- **The incident situation changes over time, resulting in a legal requirement to change command.**

- **There is normal turnover of personnel on extended incidents.**

- **The incident response is concluded and responsibility is transferred to the home agency.**

Unit 3:
Basic Features of ICS

Visual 3.43

Visual Description: Transfer of Command (2 of 2)

Instructor Notes

Explain that a transfer of command occurs when:

- A more qualified person assumes command.

- The incident situation changes over time, resulting in a legal requirement to change command.

- There is normal turnover of personnel on extended incidents.

- The incident response is concluded and responsibility is transferred to the home agency.

| Topic | Knowledge Review |

Visual 3.44

Knowledge Review

Instructions: Answer the question below.

> **A more qualified responder arrives on the scene and will assume command.**
> **What should happen?**

Unit 3:
Basic Features of ICS

Visual 3.44

Visual Description: Answer the question: A more qualified responder arrives on the scene and will assume command. What should happen?

Instructor Notes

Ask the following question:

A more qualified responder arrives on the scene and will assume command. What should happen?

Allow the participants time to respond.

If not mentioned, tell the group that when a more qualified responder arrives on the scene and is assuming command of the incident, there should be a transfer of command briefing. This briefing can be either oral or written or a combination of both.

Topic	Accountability

Visual 3.45

Accountability (1 of 2)

The following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.

- **Unity of Command.** Each individual will be assigned to only one supervisor.

Unit 3:
Basic Features of ICS

Visual 3.45

Visual Description: Accountability (1 of 2)

___

Instructor Notes

___

Explain that effective accountability during incident operations is essential. Point out that individuals must abide by their agency policies and guidelines and any applicable local, State, or Federal rules and regulations.

Explain that the following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.

- **Unity of Command.** Each individual will be assigned to only one supervisor.

The next visual includes additional principles that must be adhered to.

| Topic | Accountability |

Visual 3.46

Accountability (2 of 2)

- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

- **Resource Tracking.** Supervisors must record and report resource status changes as they occur.

Unit 3:
Basic Features of ICS

Visual 3.46

Visual Description: Accountability (2 of 2)

Instructor Notes

Continue by explaining that the following principles must be adhered to:

- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

- **Resource Tracking.** Supervisors must record and report resource status changes as they occur.

| Topic | Mobilization |

Visual 3.47

Mobilization

At any incident:

- **The situation must be assessed and the response planned.**
- **Managing resources safely and effectively is the most important consideration.**
- **Personnel and equipment should <u>respond only when requested or when dispatched by an appropriate authority</u>.**

Visual Description: Mobilization
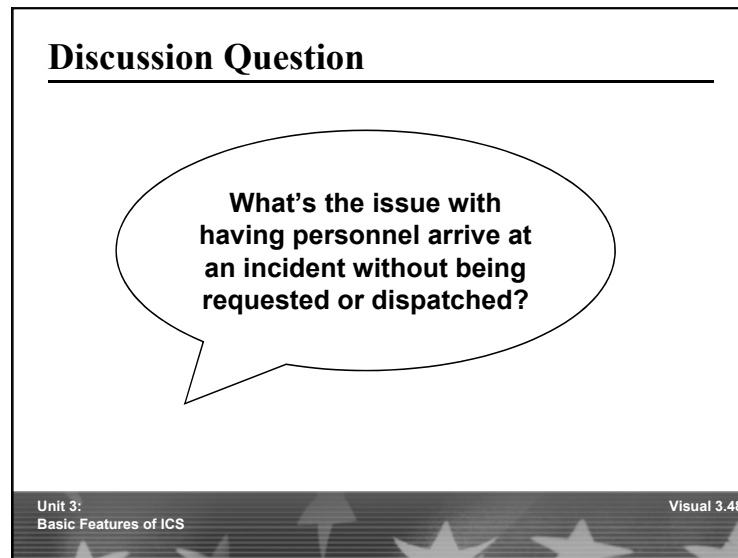

Instructor Notes

Point out that another key feature of ICS is the importance of managing resources to adjust to changing conditions.

Emphasize that at any incident:

- The situation must be assessed and the response planned.

- Managing resources safely and effectively is the most important consideration.

- Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Topic   **Mobilization**

Visual 3.48

Discussion Question

What's the issue with having personnel arrive at an incident without being requested or dispatched?

Unit 3:
Basic Features of ICS

Visual 3.48

Visual Description: What's the issue with having personnel arrive at an incident without being requested or dispatched?

Instructor Notes

Ask the participants the following discussion question:

What's the issue with having personnel arrive at an incident without being requested or dispatched?

If not mentioned by the participants add the following points:

▪ Uncontrolled and uncoordinated arrival of resources at emergencies causes significant accountability issues.
▪ Self-dispatched or freelancing resources cause safety risks to responders, civilians, and others who are operating within the parameters of the Incident Action Plan.
▪ Chaos at the scene occurs, creating additional risks.
▪ Emergency access routes can be blocked preventing trained responders from gaining access to the site or not allowing critically injured personnel to be transported from the scene.

In the World Trade Center 9/11 response, many private and volunteer ambulance units self-dispatched, undermining command and control at the scene and clogging the streets so that other responders assigned to the WTC had difficulty getting through.

The bottom line is that when resources show up that have not been requested, the incident management system may fail.

Topic   **Knowledge Review**

Visual 3.49

Knowledge Review (1 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

Unit 3:
Basic Features of ICS   Visual 3.49

Visual Description: Decide if the statement is true or false. Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

Instructor Notes

Ask the participants if the statement is true or false.

Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

Allow the participants time to respond.

If not mentioned, note that this statement is TRUE.

| Topic | Knowledge Review |

Visual 3.50

Knowledge Review (2 of 4)

<u>Instructions</u>: Decide if the statement is TRUE or FALSE.

> **In a major incident, willing and able personnel and equipment should respond even without being requested.**

Unit 3:
Basic Features of ICS

Visual 3.50

Visual Description: Decide if the statement is true or false. In a major incident, willing and able personnel and equipment should respond even without being requested.

Instructor Notes

Ask the participants if the statement is true or false.

In a major incident, willing and able personnel and equipment should respond even without being requested.

Allow the participants time to respond.

If not mentioned, explain that this statement is FALSE. Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

| Topic | Knowledge Review |

Visual 3.51

Knowledge Review (3 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

Response operations are directed and coordinated using an Incident Action Plan.

Unit 3:
Basic Features of ICS   Visual 3.51

Visual Description: Decide if the statement is true or false. Response operations are directed and coordinated using an Incident Action Plan.

Instructor Notes

Ask the participants if the statement is true or false.

Response operations are directed and coordinated using an Incident Action Plan.

Allow the participants time to respond.

If not mentioned, explain that this statement is TRUE. Every incident must have a verbal or written Incident Action Plan that provides all incident supervisory personnel with direction for actions to be implemented.

| Topic | Knowledge Review |

Knowledge Review (4 of 4)

Visual 3.52

<u>Instructions</u>: Decide if the statement is TRUE or FALSE.

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Unit 3:
Basic Features of ICS

Visual 3.52

Visual Description: Decide if the statement is true or false. The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Instructor Notes

Ask the participants if the statement is true or false.

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Allow the participants time to respond.

If not mentioned, note that this statement is TRUE.

Topic	Summary

Visual 3.53

Summary (1 of 4)

Instructions: Answer the questions below.

- **Why is it important to use common terminology?**
- **Who is responsible for the establishment and expansion of the ICS modular organization?**
- **What 4 items must be included in an IAP?**
- **What is unity of command?**
- **Under a Unified Command, who is in charge?**
- **What is the recommended ratio of supervisors to reporting elements?**

Unit 3:
Basic Features of ICS

Visual 3.53

Visual Description: Summary (1 of 4)

Instructor Notes

In order to summarize this unit, ask the participants to answer the questions displayed on the visual.

Allow the participants time to respond to each question.

The correct answers are as follows:

- **Why is it important to use common terminology?** It is important to use common terminology so that diverse incident management and support entities can work together.

- **Who is responsible for the establishment and expansion of the ICS modular organization?** The Incident Commander is responsible for the establishment and expansion of the ICS modular organization.

- **What four items must be included in an IAP?** (1) What do we want to do? (2) Who is responsible for doing it? (3) How do we communicate with each other? (4) What is the procedure if someone is hurt?

- **What is unity of command?** Unity of command means that every individual is accountable to only one designated supervisor to whom he or she reports at the scene of an incident.

- **Under a Unified Command, who is in charge?** Under a Unified Command, Incident Commanders representing agencies or jurisdictions share responsibility for the incident.

- **What is the recommended ratio of supervisors to reporting elements?** The recommended ratio is 1 supervisor to 5 reporting elements.

| Topic | Summary |

Visual 3.54

Summary (2 of 4)

Instructions: Answer the questions below.

- **Why are incident facilities predesignated?**
- **How are tactical resources classified?**
- **What 3 elements are included in effective ICS communications?**
- **What must happen in a transfer of command?**
- **Why is accountability critical?**
- **During an incident, when should personnel and equipment respond?**

Unit 3:
Basic Features of ICS

Visual 3.54

Visual Description: Summary (2 of 4)

Instructor Notes

(Continued)

- **Why are incident facilities predesignated?** Facilities are predesignated so that anyone who is involved in the Incident Command System can easily identify the function of each facility.

- **How are tactical resources classified?** Tactical resources are classified as assigned, available, or out-of-service.

- **What three elements are included in effective ICS communications?** Effective ICS communications include modes, planning, and networks.

- **What must happen in a transfer of command?** During a transfer of command there must be a transfer of command briefing.

- **Why is accountability critical?** Accountability is a critical part of making sure that the Incident Command System functions as it should.

- **During an incident, when should personnel and equipment respond?** Personnel and equipment should only respond when requested or when dispatched by an appropriate authority.

| Topic | Summary |

Visual 3.55

Summary (3 of 4)

ICS:

- **Utilizes management features** including the use of common terminology and a modular organizational structure.
- **Emphasizes effective planning** through the use of management by objectives and Incident Action Plans.
- **Supports responders by providing data** they need through effective information and intelligence management.

Unit 3:
Basic Features of ICS

Visual 3.55

Visual Description: Summary (3 of 4)

Instructor Notes

Review the key points on the visual.

ICS:

- Utilizes management features including the use of common terminology and a modular organizational structure.

- Emphasizes effective planning through the use of management by objectives and Incident Action Plans.

- Supports responders by providing data they need through effective information and intelligence management.

| Topic | Summary |

Visual 3.56

Summary (4 of 4)

ICS:

- **Utilizes the principles of <u>chain of command</u>, <u>unity of command</u>, <u>Unified Command</u>, and <u>transfer of command</u>.**
- **<u>Helps ensure that resources are ready</u> through accountability and mobilization.**
- **<u>Ensures full utilization of incident resources</u> by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.**

Unit 3:
Basic Features of ICS

Visual 3.56

Visual Description: Summary (4 of 4)

Instructor Notes

Review the key points on the visual.

ICS:

- Utilizes the principles of chain of command, unity of command, Unified Command, and transfer of command.

- Helps ensure that resources are ready through accountability and mobilization.

- Ensures full utilization of incident resources by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.

Ask if anyone has any questions about content covered in this unit.

Transition to the next unit by explaining that Unit 4 will cover the Incident Commander and Command Staff functions.